DOCUMENT RESUME

ED 218 995 HE 015 190

AUTHOR Garin, Robert H.
TITLE Marketing Proposal for a Dallas Based MBA Program.
PUB DATE 79
NOTE 32p.

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Business Administration Education; Enrollment; Evening Programs; Higher Education; Marketing; *Masters Degrees; Nontraditional Students; Private Colleges; Publicity; *Scheduling; School Surveys; State Colleges; State Universities; Student Employment; *Student Recruitment; Summer Programs; Trimester System; Tuition; *Weekend Programs
IDENTIFIERS *East Texas State University Dallas

ABSTRACT

Universities offering the Masters of Business Administration (MBA) degree in Texas were compared, and students presently enrolled in graduate business courses at East Texas State University (ETSU), Dallas, were surveyed. In addition, a marketing proposal to increase student enrollment is proposed. The following seven universities that offer MBA programs for the fully-employed student were surveyed with regard to class scheduling and tuition: Pepperdine University, North Texas State University, Southern Methodist University, Texas Christian University, the University of Dallas, the University of Texas at Arlington, and East Texas State University. Four of the seven institutions offer Saturday courses, but no public institution offers Saturday courses for regular degree-seeking students. It is suggested that a marketing opportunity exists on Friday evening, since no institution offers course work at that time. The public institutions enjoy a distinct competitive advantage over the private institutions in regard to tuition costs. Administration of the 32-item questionnaire to 96 students enrolled in ETSU graduate business courses provided data on student characteristics and preferences. It is suggested that since 38 percent of the students receive some financial assistance for additional college schooling, ETSU could probably market the benefits of its program to employers. It is recommended that: advertising be conducted to promote the ETSU MBA program; ETSU initiate Friday evening and Saturday course offerings in Dallas; Monday through Thursday evening courses continue to be offered; and a modified summer trimester formally be adopted to accommodate the nontraditional student. The student questionnaire and responses are appended. (SW)

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ED218995

Spring, 1979

MARKETING PROPOSAL

FOR A DALLAS BASED MBA PROGRAM

Robert H. Garin

HE 015 190

U.S. DEPARTMENT OF EDUCATION
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INTRODUCTION

The original purpose of this project was the development of a marketing plan for the East Texas State University (ETSU) Dallas based Master of Business Administration degree (MBA). However, the recent "one third" ruling of the Coordinating Board for Texas Colleges and Universities prohibits ETSU from offering a 100% Dallas based MBA program. Therefore, this marketing plan assumes one-third of MBA course work will be taken on the campus of ETSU by future students. It is further assumed that MBA course offerings on and off campus will be articulated so that students will be able to satisfy degree requirements and the "one-third" rule as a full-time or part-time student throughout their enrollment as a degree seeking student.

A non-traditional university student is one who attends on a part-time or full-time basis whenever his/her work schedule permits. Generally non-traditional students are part-timers who take course work in the evening and/or on the weekend. Many colleges and universities have responded to the non-traditional student market by offering course work and degree programs off-campus at times and locations convenient to them. ETSU's Dallas based program is an example of an effort to serve the non-traditional student market in greater Dallas.

According to Sutton[1], a college marketing plan includes six steps: diagnosis, prognosis, objectives, strategy, tactics and control. This proposal essentially adheres to his recommendation

regarding collegiate marketing plans.

Computerized searches of three data bases were conducted in an effort to identify MBA programs targeted for non-traditional students. The data bases were Management Contents, Inform, and ERIC. ERIC is an education data base and the others are business data bases. No MBA programs for non-traditional students were identified by these searches. However, undergraduate business programs offered on weekends were identified.

Universities offering the MBA in the Metroplex were identified and their programs analyzed and compared. Students presently enrolled in ETSU Metroplex graduate business courses were administered a questionnaire. The responses were analyzed. Literature pertaining to marketing higher education was reviewed with the significant literature included in a bibliography.

ANALYSIS OF METROPLEX MBA PROGRAMS

At the present time seven (7) universities offer the MBA degree in the Metroplex. Each of these universities offer MBA programs for the fully employed student. The universities are:

(1) Pepperdine University (P.U.): offers a Presidential/ Key Executive MBA program consisting of 36 semester hours of work. The program can be completed in sixteen months and requires attendance all day on a Friday and Saturday once each month with class meetings held at businesses of students. Enrollment is limited with a present cost total of $8,900.

(2) North Texas State University (NTSU): offers a MBA Executive Admiristration program consisting of 36 semester hours of work. Students are expected to enroll in 6 semester hours each term with class meetings on Thursday nights and Saturday mornings at the NTSU Dallas Center at 500 North Akard. There are no summer course offerings in Dallas. Program cost total is less than $800 for tuition. This is the only MBA program NTSU offers in the Metroplex.

(3) Southern Methodist University (SMU): offers two MBA options on its campus. A 48 semester hour MBA can be completed in 2 2/3 years by attendance on Tuesday evenings and alternate Saturdays in three long terms per academic year. Tuition cost total is $7,104. A limited enrollment 48 semester hour Executive MBA is offered for $9,000 total tuition which requires

attendance all day on alternate Friday and Saturdays. The program is advertised as being able to be completed in two years.

(4) Texas Christian University (TCU): offers a 60 semester hour MBA on its campus which can be earned in four years. Classes are offered in the evenings Monday through Tuesday. There are no Saturday classes offered by TCU. Total tuition cost of the program is $6,000.

(5) The University of Dallas (UD): offers a 43-46 semester hour MBA which can be earned through evening attendance and/or all day Saturday attendance with each course meeting five times per term. Students may take evening and Saturday classes. The MBA can be earned in 2½ to 3½ years at a tuition cost total of approximately $4,600.

(6) The University of Texas at Arlington (UTA): offers a 36 semester hour MBA which can be earned through evening attendance Monday through Thursday. There is no Saturday program. Total tuition cost is less that $800.

(7) East Texas State University: offers a 36 semester hour MBA in Garland which can be earned through evening attendance Monday through Thursday. There are no Saturday classes. Total tuition cost is less than $800.

An analysis of Metroplex MBA offerings reveals that four of the seven institutions offer Saturday courses. No public institution offers Saturday courses for "regular" degree seeking students.

Two institutions offer Friday courses which require all day attendance.

No institution is presently offering Friday evening courses.

Tuition cost at the four private institutions ranges from $4,600 to $9,000. At public institutions, tuition costs are less than $800.

Each of the three "special" MBA programs have limited enrollment and require previous management experience.

Three private institutions schedule MBA courses on a "trimester basis" which provide course work over three fifteen week terms and eliminates short summer terms.

CONCLUSIONS

A marketing opportunity exists on Friday evening since no institution offers course work at that time.

Since no public institution offers courses on Satruday except to "special" students, a marketing opportunity exists on that day.

A marketing opportunity exists for a public institution that would offer a modified trimester schedule during the summer months. Such a schedule would eliminate the twice a week attendance requirement for a three credit hour course which is caused by the present summer schedule.

The public institutions enjoy a distinct competitive advantage over the private institutions in regards to tuition costs. UTA has a marketing advantage over ETSU and NTSU since the "one-third" rule does not affect its program offerings.

At the present time, only SMU attempts to market its MBA programs to other areas of the state. A marketing opportunity

exists for a public institution to draw students from other areas of Texas to a Dallas weekend program. No information could be obtained which indicated any institution in Texas was offering a "weekend" MBA program utilizing a Friday evening and/or Saturday schedule.

ANALYSIS OF STUDENT DATA

A thirty-two item questionnaire was administered to ninety-six students enrolled in ETSU Metroplex graduate business courses. The questionnaire and cummulative data can be found in Appendix A.

The average age of the students surveyed was 30.6 years with an average full time employment history of 6.4 years. Males represented 78% of the students. Eighty percent of the students are graduates of Texas institutions and 25% are graduates of ETSU. Accounting was the undergraduate major of 23% and the minor of 10% of the students. Less than 5% of the students hold management positions and only 7% have jobs that require they obtain the MBA. The MBA is the goal of 86% of the students. The median salary range of students is $15,000 to $20,000. Employers provide financial assistance for 38% of the students and 30% receive benifits from the G.I. Bill and/or Hazelwood Act. Thirty-two percent of registrants pay all of their own expenses. The three main reasons given for choosing ETSU were location (proximity), convenient times, and cost. Numerous studies of why students chose a particular institution to attend, including Leslie and Johnson[2], support these reasons.

Dallas is the city of residence of 45% of the students and Garland the residence of 27%. The longest commute of a student is 260 miles round trip from Temple. Over 95% of the students

live within 35 miles of the instructional site. There are no students living west of Arlington. Ninety-six per cent of the students are part-time. However, there is one student who is full-time and taking all courses at Lakeview Centennial.

Saturday morning (7:30-12:30) classes would be taken by 60% of presently enrolled students, Saturday afternoon (1:00-5:00) classes by 36%, Friday evening (7:00-9:30) by 24%, and Sunday afternoon (1:00-5:00) by 17% of respondents. Some students could enroll in Saturday afternoon classes, but work schedules would prevent Saturday morning enrollment of these same students. Ninety-six per cent of the students indicated they worked 40 hours or more per week. Only 9% of the students indicated they would enroll in courses in Commerce while 19% indicated they would not enroll in Commerce courses.

CONCLUSIONS

It is evident that ETSU's Dallas based MBA program is attracting students that see the MBA as helping them "move up" in the business world. The majority of students are in the early stages of their work life but are apparently aware of the potential value of the MBA since 93% of them are not required to earn the MBA by their employers. A significant percentage (38%) of students are receiving financial support from their employer for their schooling. An additional 30% are benefitting from the G.I. Bill and/or Hazelwood Act through their enrollment. Sixty-eight per cent of the students are receiving some financial assistance to attend college. It should be noted that the number

of students eligible to receive veterans educational benefits will decrease each year in the future.

Marketing opportunities appear to exist in several areas. ETSU's program has appeal to individuals who wish to advance upward in the business world. The idea of the MBA as a vehicle for upward advancement in the business world could be marketed to potential students.

As previously mentioned, Friday evening, Saturday, and Sunday classes would face little or no competition at the present time. One can only speculate as to the number of potential students who would enroll in Saturday or Friday evening courses, but there appears to be many workers who could attend only at those times because of their job responsibilities.

Since 38% of the students receive some financial assistance for additional college schooling, it would appear ETSU could market the benefits of its program to employers. Student responses indicated some support for this approach.

The percentage of women in management is increasing and many businesses are actively seeking women for management positions. This fact could be emphasized and directed to the female market. Dallas graduate business courses presently have a female enrollment of 22%.

MARKETING PROPOSAL

This proposal is based on a diagnosis of the students currently enrolled in Dallas based graduate business courses and an analysis of existing Metroplex MBA programs considered to be in competition with ETSU. It was not assumed that all MBA programs offered in the Metroplex are identical in all respects. The benefit of the MBA is assumed to be essentially the same to prospective students regardless of degree course content or orientation variations among the institutions. Student preference for degree content and offering institution is an unknown variable. However, it is assumed that students preferences can be changed with effective marketing.

There is evidence that ETSU is actively attempting to increase its student market share in the Metroplex. It is assumed that resources will be made available in order to achieve that goal. The primary objective of such an effort is to increase student enrollment as a result of recent student enrollment declines. However, growth as an organizational goal may produce negative as well as positive results for an organization. Therefore, it is assumed that the goal of increasing student enrollment in ETSU's MBA program will be of mutual benefit to the students and the institution. The specific recommendations are based upon an objective attempt to assess the MBA market in the Metroplex and ETSU's relative market position.

It is often difficult to distinguish between marketing strategies and tactics and may not be necessary in all instances. The basic strategy recommended is to make the Metroplex business/association community and its employees aware of ETSU's MBA degree. Of all the institutions represented in the Metroplex, ETSU appears to be virtually unknown. It has not promoted or advertised itself as an educational institution with programs for the general higher education market or specific target markets. It is therefore recommended that ETSU advertise its MBA degree program to the general Metroplex market as well as specific markets. For the general market, it is recommended that advertising space be purchased in the Dallas Morning News and Times Herald Sunday editions which have a combined circulation of 665,014. Space should be purchased in the Fort Worth Star Telegram's Sunday edition with a circulation of 244,066. Advertising should also be placed in the Southwest Edition of the Wall Street Journal which has a circulation of 180,000. In addition, advertising should be placed in selected company, employee periodicals and agency, association periodicals such as Texas Instruments' "TI Dallasite" with a monthly circulation of 28,000 and the Dallas Chamber of Commerce's "D Report" with a monthly circulation of 7,100. Specific information regarding promotional opportunities can be found in the 1978-79 Media Directory, Dallas/Fort Worth Metroplex, produced by the Dallas Chamber of Commerce (Appendix B). All advertising should stress the value of the MBA degree and ETSU's MBA in particular and its quality, cost, and proximity.

A direct mail program should be initiated and directed to the Chief Executive Officer, the training and development department, and educational assistance office of major employers in the Metroplex. Periodic mail contact should be maintained with these offices throughout the year.

Specific advertising content is not recommended as that should be determined by the College of Business Administration.

The following recommendation is made because of two factors. The College of Business Administration plans to initiate a "weekend" MBA program in Commerce and no additional institutions outside of the Metroplex were identified in Texas that offer "weekend" programs. It is recommended that E.T.S.U. initiate Friday evening and Saturday course offerings in Dallas. There is an uncontested market for such a program format in the Metroplex. In addition there is a potential state market for a "weekend" MBA program. Each Texas city served by Southwest Airlines is a potential market for such a program. These potential markets are Amarillo, Austin, Beaumont/Port Arthur, Corpus Christi, El Paso, Houston, Lubbock, Midland/Odessa, Harlingen, and San Antonio. Southwest Airlines magazine could be used for program advertising. Southwest Airlines sales and promotional personnel are very interested in Southwest's utilization in conjunction with such a program.

A Dallas based "weekend" program is not viewed as competing with a Commerce "weekend" program but would be complimentary in light of the "one-third" rule. Personal experience with

a "weekend" program has not shown that students are drawn away from other course offerings. "Weekend" program students are a specific market in that they cannot attend at other times because of job responsibilities. Also, students who could only attend one evening during the week may be free to take an additional course on the weekend. The degree could be completed in eighteen calendar months if students enrolled for nine hours each term. Program completion time is important to many students.

A modified summer trimester format should be adopted to accomadate the non-traditional student. Summer courses presently meet earlier and for a longer period of time twice a week. Because of job committments, some students may not be able to meet such a schedule whereas the trimester format would allow course scheduling the same as in the Fall and Spring semesters. The completion of two courses per term would enable a student to complete the degree in two calendar years.

There is no method available to determine the number of bachelor degree holders presently employed in the Metroplex and Texas who are potential MBA candidates. However, there is no evidence the MBA market is of insufficient size, lacks potential for further growth, or is "owned" by existing competition. There is evidence that there are unsatisfied needs that ETSU can serve.

The timing of the marketing effort depends upon the implementation date of the recommendations. Controls are seen

as being developed after promotional activities are selected and implemented by the College of Business Administration.

The impact of the "one-third" rule on ETSU efforts in the Metroplex cannot be assessed at the present time. Student response could not be viewed as receptive of this requirement. However, this reality should be seen as an opportunity rather than a fatal blow. Of the three public institutions offering the MBA in the Metroplex, only U.T.A. is not affected by the rule. NTSU and ETSU are equally affected by the rule. NTSU would seem to enjoy an advantage because of proximity to the Metroplex. However, the campus "weekend" program can be promoted as a creative response to the one-third rule. Even with the additional expense of commuting to Commerce, ETSU will still enjoy a tremendous competitive advantage over the private institutions in regards to total costs for the degree. Program cost should be emphasized in all promotional efforts.* In order to remain competitive, many institutions of higher education furnish transportation for commuting students and tuition discounts.

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* One student commuting from Brownsville to ETSU's "Weekend One" for one year estimated total educational expense for tax purposes of $2,700. This figure included tuition for two semesters and two summer terms, books, dormitory charges, meals, air fare, car rental, and mileage. The student earned 30 semester hours of credit which translates to a credit/hour cost of $90.00.

In conclusion, this marketing proposal recommends the initiation of Friday evening and Saturday courses in Dallas; continuation of Monday through Thursday evening course scheduling; the initiation of a modified trimester format as an alternative to the present Summer schedule; advertising in specific mass circulation metroplex dailies; advertising in selected company, employee periodicals; advertising in selected agency, association periodicals; advertising in the Southwest edition of the Wall Street Journal; advertising in Southwest Airlines flight magazines; and direct mail to the chief executive officer, training and development department, and educational assistance office of major employers in the Metroplex. It is also recommended that the ten Texas cities served by Southwest Airlines be viewed as markets. Selection of specific company, employee and agency, association periodicals for promotional advertising was left for the College of Business Administration to determine as were the major employers to be marketed by direct mail. It is assumed that all promotional efforts will identify a "contact" office which will provide follow-up to all inquiries. The coordinative and operational aspects of the proposed marketing plan are left with the College of Business Administration.

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1. Sutton, Daniel S. "Marketing Tactics Put System Into Recruiting," College and University Business, February, 1972, p. 52.

2. Leslie, Larry L. and Gary P. Johnson. "The Market Model and Higher Education," Journal of Higher Education, Vol. XLV, No. 5 (Sept.-Oct., 1975), p. 13.

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APPENDIX A

QUESTIONNAIRE FOR METROPLEX STUDENTS ENROLLED IN ETSU

GRADUATE BUSINESS COURSES

N=96

I. General Information

range 22 to 55 M-74 (77.9%)

1. Age: 30.6 avg. 2. Sex: F-21 (22.1%). Citizenship U.S. 93 other 2

95

4. Where did you receive your undergraduate degree?_____

5. Year_____ 6. Major_____ 7. Minor_____

8. Please indicate other degrees and or professional certificates you have earned._____

9. What college or university?_____

10. Year_____ 11. Major_____

12. In what city do you live?_____

II. Employment Status

1. Who is your present employer? _____

Address:_____

2. Your job title:_____

3. Job responsibilities:_____

4. How many hours per week:_____

5. What are your earnings from this employment? Less than $10,000 4 (5%) 84

$10,000-$15,000 16 (19%) $15,000-$20,000 32 (38%) $20,000-$25,000 27 (32%)

$25,000-$30,000 4 (5%) Over $30,000 1 (1%)

6. Does your present job require that you obtain a Master's degree? yes 6 (7%) 90

no 84 (93%)

III. Financial Information

1. How are your classes (tuition and books) paid for? Give percentage of total educational costs paid for by each of the following. Self 31 (32%) 96

Savings_____ G.I. Bill 29 (30%) Employer 100%- 14 Loan 2

90%- 4

Other (specify)_____ 80%- 7 Total: 100%

70%- 4

60%- 3

50%- 2

20%- 2

36 38%

IV. Educational Information

1. How many years were you employed (full time) prior to taking graduate course work at ETSU? 6.4 year (s). range 0 to 40 years.

2. What is your goal in taking graduate business courses at ETSU? Self-improvement enhance promotion, and to earn the MBA.

3. Are you pursuing a graduate degree? Yes 96 (100%) No

4. What degree are you pursuing? MBA 83 (86%) MS 12 (13%)

Other (specify)

5. Did you apply to other graduate schools? Yes 25 (26%) No 71(74%) 96

6. If yes where did you apply?

7. Why did you choose ETSU? (check as many of the following that apply) courses offered in Metroplex 74 (30%) courses offered at convenient times 57 (23%) cost 45 (18%) academic reputation 19 (8%) friend/ relative attended 16 (6%) entrance requirements 11 (4%) registration ease 21 (8%) other (specify) proximity-2 (1%), Holmes-3 (1%) 243

8. What suggestion(s) would you make regarding how best to contact and inform prospective students of ETSU's graduate business courses and degrees?

V. Alternative Course Schedules

How interested would you be in taking courses on the following days and times?

	yes	no	unlikely	
1. Friday evening (7:00-9:30)	23 (24%)	54 (57%)	17 (18%)	94
2. Saturday morning (7:30-12:30)	57 (60%)	25 (26%)	12 (12%)	94
3. Saturday afternoon (1:00-5:00)	34 (36%)	41 (43%)	19 (20%)	94

4. Sunday afternoon (1:00-5:00) 16 (17%) yes 58 (62%) no 19 (20%) unlikely 93

Suggestions concerning course scheduling _____

_____

_____

VI. Campus Courses

The coordinating Board for Higher Education has passed a regulation which, when implemented, will require one-third (1/3) of the course work on a graduate degree to be taken in the main campus of the degree granting institution. If and when this regulation is implemented would you take courses on the Commerce campus? 9 (9%) definitely 10 (10%) very likely 32 (35%) maybe 22 (24%) very unlikely 18 (19%) would not 91

21% 44%

Comments: _____

_____

VII. Other comments

Please feel free to make any other comments as suggestions regarding ETSU business degree course offerings. _____

_____

_____

_____

_____

4. Undergraduate Degrees

E.T.S.U.	23	25.2%	Indiana University
U.T. Arlington	7		Central State University
U.T. Austin	7		U. of Florida
N.T.S.U.	5		U. of Connecticut
U.T. Dallas	5		U.S. Naval Academy
Baylor	3		N.E. Missouri State
Bishop College	2		Florida A&M University
Texas Wesleyan	2		Louisiana Tech
S.M.U.	2		U. of Oklahoma
T.C.U.	2		St. Johns University
S.W. Texas	2		U. of North Carolina
Texas A&M	2		Lehigh University
Prairie View A&M	2		Bradley University
Southern Univ.	2		U. Southern Louisiana
Dillard Univ.	2		Loyola University

U. of Houston
Stephen F. Austin
Paul Quinn College
Arlington State
Sul Ross State University
Texas Southern
Dallas Baptist College
Tarleton State
Texas Tech

91 total

73 students or 80.2% from Texas institutions.

5. Year undergraduate degree received

a. 55.6% of respondents earned their undergraduate degree within the last 5 years.

b. 77.2% of respondents earned their undergraduate degree within the last 9 years.

c. 93.3% of respondents had earned their degree within the last 14 years.

d. Range 1949 to 1978.

6. Major

accounting	22	(23%)
business	14	(15%)
management	9	
math	7	
marketing	6	
finance	3	
computer science	3	
industrial tech.	3	
electrical engin.	2	
psychology	2	
sociology	2	
speech		
law		
journalism		
english		
insurance		
biology		
education		
business education		
general science		
industrial management		
history		
personnel management		
nursing		
health care administration		
industrial education		
chemistry		
finance/economics		

94

7. Minor

business	12	(21%)
accounting	5	(9%)
computer science	5	
economics	4	
econ./finance	3	
finance	3	
marketing	3	
math	3	
management	2	
chemistry	2	
english	2	
agriculture		
history		
science		
guidance		
religion		
sociology		
MIS		
physical education		
statistics		
industrial management		

56

8. Other degrees and/or professional certificates earned

a. C.P.A. 5

M.S. Biology

M.P.A.

M.A. Educational Leadership

M. Computer Science

R.N.

Registered Engineer

Teaching certificate

9. College or University

a. Texas A&M 2

E.T.S.U.

N.T.S.U.

U.T. Dallas

Southwestern Graduate School in Banking

12. In what city do you live (95)

City	No. of Students	Percentage
Dallas	43	45.2%
Garland	26	27.3%
Richardson	5	
Arlington	4	
Plano	3	
Carrollton	2	
Commerce	2	
Allen		
Bonham		
DeSoto		
Greenville		
Irving		
Ladonia		
Mesquite		
Sherman		
Temple		
Terrell		

Present Employer (96)

Texas Instruments	8	(8%)
Western Electric	4	
Rockwell International	3	
D.I.S.D.	3	
Gardner Denver	2	
Mobil Oil	2	
U.S. Dept. of Energy	2	
"self employed"	2	
Union Carbide	2	
Texas Oil & Gas	2	
Voight Corp.	2	
Blue Cross & Blue Shield	2	
Texas Utilities	2	
Otis Engineering	2	
Atlantic Richfield	2	
E.D.S.	2	

Scott & White Hosptial
Critikon
General Cable Corp.
G.A.B. Business Services Inc.
Delfi Int.
Anderson Clayton
Texas Employment Commission
TXO
Dallas Fire Dept.
American National Bank
U.S. Government
Schill Steel Co.

C&H Transportation
Xerox
Scientific Communication
State Dept. of Human Resources
Employer Insurance of Texas
Deloritte, Haskins & Sells
ITEL
Kraft
Sun Oil Co.
Federal Service
State Comptrollers Office
Continental Insurance
General Dynamics Corp.
Enaerch Corp.
Universal Carrier Corp.
Mutual of Omaha
Dallas Co. Community Action Committee
Areo Oil & Gas
North Dallas Bank & Trust
Poloroid Corp.
Republic National Bank
U.S. Civil Rights Dept.
Explorer Pipeline Co.
The Richards Group
Abbott Diagnosis Labs
Garland ISD
Atlantic Oil & Gas Co.

Job title/responsibilities

auditor	6
teacher	5
programmer/ analyst	5
accountant	4
financial analyst	3
account exec.	2
cost analyst	2
equal employment supervisor	2
administrative asst.	2
loan officer	
contract administrator	
sales rep.	
dept. manager	
engineer	
research evaluator	
design drafter	
contracts negotiator	
software quality control	
inventory control analyst	
computer operator	
title analyst	
shipping and receiving supervisor	
controller	
contract analyst	
general supervisor	
wage practice associate	
production analyst	
accounting manager	
industrial engineer	
customer service associate	
loan analyst	
accounts receivable manager	
staff asst.	
computer technician	
operation officer	
buyer	
manager trainee	
pipeliner	
mgr. financial planning & control	
hemotology specialist	
control compliance analyst.	
fire prevention officer	
quality assessment engineer	
budget & finance forecasting	
cost control of contracts	
correspondent	

Hours per week

less than 40	4
40 to 45	70
46 to 50	14
more than 50	8

6. Graduate schools applied to in addition to E.T.S.U.

N.T.S.U.	10
S.M.U.	8
U.T.D.	8
U.T.A.	6
T.C.U.	1
U.T. Austin	1

One student transfer from U. of Dallas

8. Suggestions made regarding how best to contact and inform prospective students

a. Advertising in Dallas Morning News and Times Herald 23

b. Contact employers, training and development departments, personnel departments, industrial relations managers, educational assistance officer 12

c. News media, radio & T.V., emphasizing location, times and cost.

former students as recruiters

direct mail 4

advertise in Texas Instruments "Dallasite"